

Implementing Total Quality Leadership

Lesson Three

Educate and Train the Organization

Objectives

- λ **Describe the education and training requirements for the top leader, the ESC, the TQL coordinator, and other organizational members**
- λ **Describe the role of the TQL coordinator in providing education and training to the top leaders**

TQL Education and Training Strategy

- λ **Top-down approach**
- λ **Integrated within implementation activities**
- λ **Just-in-time skills training**
- λ **Team training**
- λ **Continuous**

Role of Education and Training

- λ **Provides facts about TQL**
- λ **Defines roles**
- λ **Reduces fear**
- λ **Teaches tools**
- λ **Educates critical mass**
- λ **Provides basis for future actions**

The DoN TQL Curriculum

- λ **Senior Leaders Seminar**
- λ **Fundamentals of TQL**
- λ **Implementing TQL**
- λ **Team Skills and Concepts**
- λ **Methods for Managing Quality**
- λ **Systems Approach to Process Improvement**

Recommended TQL Curriculum

Courses Roles	SLS	FTQL	IMPL	TS&C	MMQ	SAPI
Top Leader	1	2*	3*	4*	5*	6*
ESC Member		1*	2*	3*	4*	5*
TQL Coordinator		1	2	3	4	5
Quality Advisor		1	2*	3	4	5
QMB/PAT Member		1*		2*	3*	4*

Training for the Critical Mass

- λ **SLS / DoN TQL Curriculum**
- λ **Seminars**
- λ **Expertise within the DoN**
- λ **Networking**
- λ **Discussions with others**
- λ **Publications / Video tapes**

Expertise within the DoN

- λ **TQL Specialists**
- λ **HQMC Quality Office**
- λ **Fleet TQL Teams**
- λ **ISIC TQL Coordinators**

Networking

- λ **Local TQL Networks**
- λ **Deming User's Groups**

DoN Publications

- λ **The TQLeader**
- λ ***Charting the Course***
- λ **TQL Newsletters**
- λ ***Proceedings***

Other Sources

- λ **Reinventing Government Newsletter**
- λ **Reinvention Roundtable**
- λ **University Newsletters**

Electronic Sources

- λ **TQLO Website**
- λ **TQLO Bulletin Board**
- λ **Reinventing Government Websites**

Summary

- λ **Quality begins and ends with education.**
- λ **The DoN TQL education and training program provides top leaders with the training needed to lead and guide the transformation.**
- λ **There is a sequence of education and training for the key players.**
- λ **TQL education and training is an ongoing requirement and should be integrated with implementation activities.**

(cont.)

Summary (cont.)

- λ **The TQL coordinator provides education and training to the top leaders.**
- λ **Training should be given in a team setting, and integrated with implementation activities.**
- λ **The DoN TQL curriculum is designed to prepare the top leaders and the critical mass to implement TQL.**